

# Our Asset Management Journey

CITY OF  
**Selkirk**

Where it all comes together

Presenter: **Duane Nicol**  
Infrastructure Asset Management Alberta  
October 9, 2019

# Introduction



[@duanenicol](#)

[@cityofselkirk](#)

[#assetmanagement](#)

# Key Take Aways

1. AM is just downloading Steve's brain
2. Don't Panic – start small & grow as you can
3. Build don't buy – borrow frequently
4. Program > Plan
5. Visit [myselfkirk.ca/assetmanagement](https://myselfkirk.ca/assetmanagement)



# Context



+



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Population

Assessment Base

Infrastructure  
Investment




# In the beginning



## Development fee task force struck

The **Seikirk Journal** Saturday, August 21, 2010 9:48:50 CDT AM



A report by Coun. Duane Nicol has spurred Seikirk Council to form a task force to study the city's development fees and how to encourage more dense, multi-unit dwellings like apartment blocks.

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Now

Seikirk city council has struck a task force to further study the fees the city poses to developers after renewed debate on the issue in recent weeks.

A report presented Monday night by Coun. Duane Nicol shifted the momentum of council's debate over whether or not the city should reexamine their development fees, which was previously leaning toward keeping the fees at the current \$4,000 per door flat rate.

Council instituted the current rate that developers must pay when tying into the city's sewer and water infrastructure last year, bumping it up from the previous fee of \$1,000. The fee is designed to help generate capital for the city to maintain infrastructure like sewer and water lines, as well as streets and some other "soft" services, such as fire department funding and recreation programs.

New debate on the fee began when, this May, a local developer balked at the cost saying that to construct any kind of multi-unit development, such as an apartment block, the fees quickly pile up - his proposed 12 unit apartment block would end up costing him \$44,000 to tie into the city's water and sewage lines just once for the building.

# Total Expenses to Assessments

City	2009	2010	2011	Average
Steinbach	0.045	0.035	0.035	0.038
Winkler	0.046	0.039	0.037	0.041
Morden	0.058	0.044	0.045	0.049
<b>Selkirk</b>	<b>0.065</b>	<b>0.043</b>	<b>0.047</b>	<b>0.052</b>
Winnipeg	0.072	0.044	0.046	0.054
Brandon	0.068	0.050	0.053	0.057
Dauphin	0.086	0.071	0.071	0.076
Portage la Prairie	0.084	0.071	0.073	0.076
Thompson	0.107	0.070	0.069	0.082
Flin Flon	0.145	0.109	0.116	0.123
<b>Average</b>	<b>0.078</b>	<b>0.058</b>	<b>0.059</b>	<b>0.065</b>

Financial

City
Dauphin
<b>Selkirk</b>
Brandon
Steinbach
Winnipeg
Portage la Prairie
Morden
Thompson
Flin Flon
Winkler
<b>Average</b>

City

Winnipeg

Brandon

Steinbach

Thompson

Portage La

Winkler

**Selkirk**

Dauphin

Morden

Flin Flon



## Non-financial Assets to Population

City	2009	2010	2011	Average
Steinbach	10,391	11,386	9,810	10,529
Flin Flon	6,554	6,898	8,109	7,187
Winnipeg	6,808	7,057	7,188	7,018
Winkler	6,881	7,502	6,661	7,015
Brandon	6,371	6,910	6,435	6,572
Morden	6,534	6,912	5,893	6,446
Dauphin	5,775	6,113	5,779	5,889
Portage la Prairie	4,928	5,989	5,632	5,516
<b>Selkirk</b>	<b>2,743</b>	<b>3,011</b>	<b>4,328</b>	<b>3,361</b>
Thompson	2,834	3,169	4,066	3,356
<b>Average</b>	<b>5,982</b>	<b>6,495</b>	<b>6,390</b>	<b>6,289</b>

# The bottom line...

## Key Take-aways

- \* By all measures, Selkirk's capital infrastructure value is at or near the bottom of all Manitoba Cities.
- \* **The value of Selkirk's capital infrastructure is at critically low levels and is a clear and present danger to the city's ongoing ability to operate and a drag on future growth and prosperity.**
- \* The key drivers behind our infrastructure challenges have been low assessment growth and extremely low population density.

# 2014

## SELKIRK'S PLAN AT A

Our Strategic Plan includes 20 Goals grouped into 5 Pillars. Each pillar reinforces the others as we move towards our vision. Read on to learn about our plans for each of the

## PRIORITY 4

### Maximum value from community resources

- ▶ More active management of capital assets

#### PRIORITY 1

##### A vibrant, safe and healthy community

- ▶ Continued development of Selkirk's natural features and outdoor spaces
- ▶ Providing the best possible recreation opportunities for Selkirk residents
- ▶ Revitalizing downtown
- ▶ Encouraging responsible land use, aligned with the community's vision
- ▶ Engaging the entire community in shaping our future

#### PRIORITY 2

##### A strong and stable local economy

- ▶ Taking firmer control of our economic destiny
- ▶ Building on Selkirk's status as a regional service centre
- ▶ Capitalizing on Selkirk's tourism potential
- ▶ Revitalizing Selkirk's image

#### city-owned assets

- ▶ Smooth operation of transportation systems
- ▶ Clear intentions for future development

#### PRIORITY 5

##### Environmental stewardship

- ▶ Improving city practices and services
- ▶ Encouraging more environmentally responsible development
- ▶ Water conservation
- ▶ Helping citizens to make good choices



2015

2016

CITY OF  
**Selkirk**

First Edition  
Capital Asset Management Program  
(CAMP)

Creating Value From Our Physical Assets



Our Mission

The City of Selkirk provides infrastructure and services that sustain a safe and caring community and a vibrant regional hub for commerce, culture and recreation. We are the responsible stewards of community resources, and the catalyst for partnerships that enhance opportunity and quality of life for all citizens.

First Edition - Capital Asset Management Program

Table 6. ASSET SERVICE LIFE

Source
Hamilton
Lambton Shores
Missouri Highway
MAASCO
Victoria
West Vancouver
Water Research Centre
Canadian Wide Benchmarking Survey
National Clay Pipe Institute
<b>Selkirk's Estimated Service Life</b>

We have captured Selkirk's estimated service life. These findings are presented in Table 1.

Infrastructure assets in order to maintain their maintenance and rehat asset management plan such as actual asset condition. A properly constructed service. In other cases, before they fulfill their purpose.

It should be noted that accurate asset data becomes support for the City to the municipality to provide beyond the recommendation.

5.14 Asset Condition

One of the keys to making condition of the various timing of some present. This section introduces

Table 1. INFRASTRUCTURE REPORT CARD

Infrastructure Report Card Summary			
Asset Class / Subclass	Conditional Rating	2015 Replacement Cost	% of total Asset Valuation
Facilities	2.9	\$99,487,538	33.9%
Fleet	2.5	\$5,245,885	1.8%
Machinery & Equipment	1.9	\$1,324,620	0.5%
Parking Lot	3.2	\$5,900,987	2.0%
Pathway	3.1	\$267,228	0.1%
Road Network	2.7	\$58,805,148	20.1%
Sidewalk Network	2.9	\$9,795,280	3.3%
Storm Network	2.1	\$46,502,504	15.9%
Water Network	3.2	\$23,212,617	7.9%
Wastewater Network	3.0	\$42,626,861	14.5%
<b>Grand Total</b>		<b>\$293,168,668</b>	<b>100%</b>

<sup>2</sup> <http://www.bankofcanada.ca/rates/r/>

# 2015

# 2016

## Capital Asset Management Strategy

Strategic Goal	Tactic	Tools & Partners	Timing				
			2016	2017	2018	2019	2020
<b>Establish Governance and Legislative Framework</b>	1.1 Establish CAMP by by-law giving it appropriate permanence and priority	<ul style="list-style-type: none"> <li>Asset Management BC</li> <li>Other municipalities</li> </ul>		✓			
	1.2 Establish program framework to define and document administrative policy, tools and processes to dedicate internal resources and establish clear responsibilities and accountabilities.			✓			
	1.3 Build the understanding and capacity of Council to effectively govern CAMP				✓		
	1.4 Set Service Standards using "leading practice" measures and regulatory compliance benchmarks	<ul style="list-style-type: none"> <li>Canadian Network of Asset Managers</li> <li>Asset Management BC</li> <li>Public Sector Digest</li> <li>Other municipalities</li> </ul>		✓			
<b>Build Selkirk's Asset Registry</b>	2.1 Research and establish a basic asset registry database.	<ul style="list-style-type: none"> <li>Other municipalities</li> </ul>	✓				
	2.2 Identify material assets to include in the registry and divide into three implementation phases.	<ul style="list-style-type: none"> <li>Other municipalities</li> </ul>	✓				
	2.3 Collect asset and condition data for phase one assets and add it to the asset registry.		✓				

strategy it will encounter and it will be forced to make adjustments. When faced with these challenges the City will depend on the support of its path:

Infrastructure should be constructed, maintained in a manner that supports environmental and economic growth.

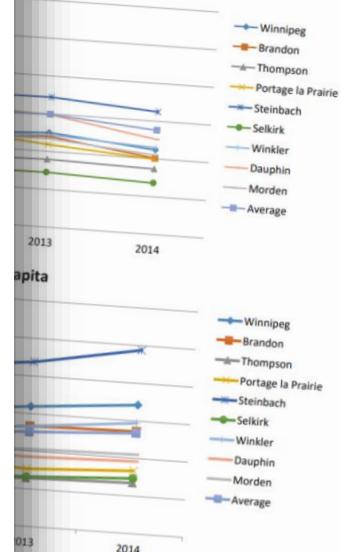
The City must facilitate and deliver services that meet the needs and expectations of its citizens.

Asset management is a core municipal responsibility. City standards shall form the basis of the asset management policy.

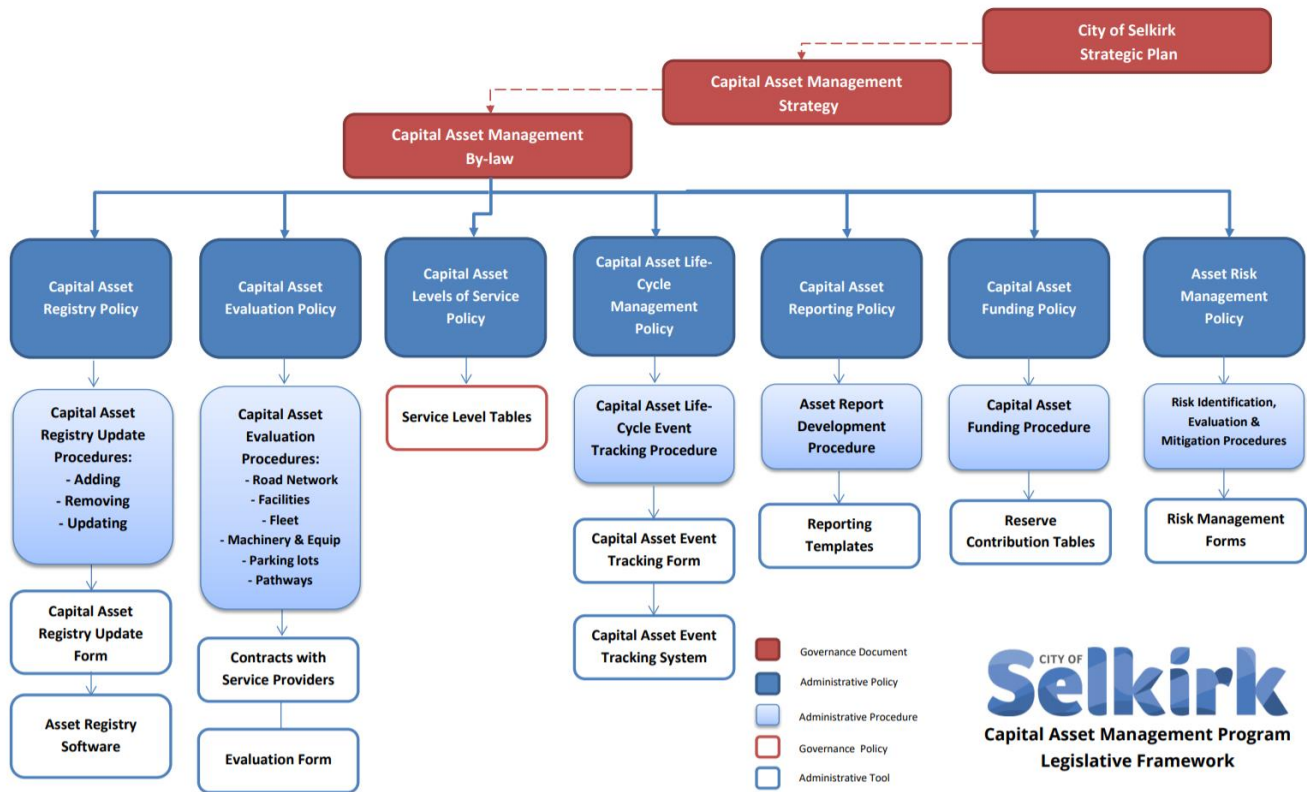
The City will provide the foundation for asset management development and the quality of service to its citizens.

The City will ensure that its assets are managed as a "common good" and that they are maintained transparently allowing all citizens to see how their condition and value.

## Asset Condition Assessment



# 2015 → 2016



2015

2016

- Similar to AM policies found in other municipalities
- Higher level of legislative weight creating binding responsibilities upon the city
- Mutual accountability between Council and Administration

### 13 RESPONSIBILITIES

**13.1 Capital Asset Management** is a City responsibility that involves all employees and members of Council to achieve the effective implementation and sustainable delivery of municipal services.

**13.1.1 Council** is responsible for:

**13.1.1.1** Governance and high-level oversight of the City's Capital Asset Management program as articulated by this and other By-Laws.

**13.1.1.2** Approving Levels of Service that reflect, to the best of Council's ability and within the context of the City's financial capacity, the reasonable expectations City citizens have for municipal services.

**13.1.1.3** Ensuring the supply of sufficient resources to enable the City to achieve the Objectives and Responsibilities set-out in this by-law.

**13.1.1.4** Ensuring that all members of Council receive adequate orientation to the City's Capital Asset Management program and other relevant training to allow them to competently discharge their responsibilities as set-out in this by-law.

**13.1.2 The Chief Administrative Officer** is responsible for:

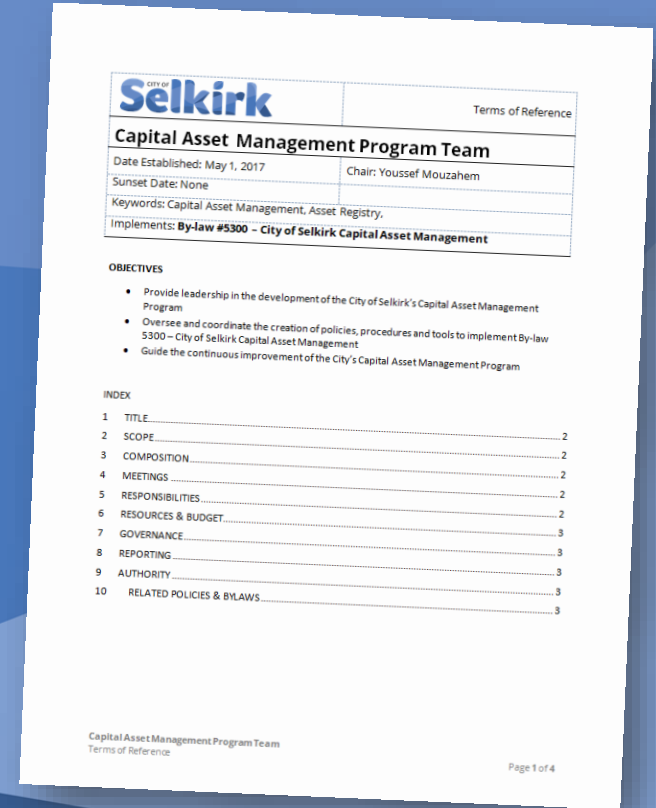
**13.1.2.1** Ensuring the development and maintenance of a robust and sustainable Capital Asset Management program.

**13.1.2.2** Establishing policies, practices, procedures and allocating the resources necessary to competently deliver the City's Capital Asset Management program.



# 2017

- Cross-departmental, multi-function team
- ToR defines:
  - roles and accountabilities of members
  - Authority of the chair and the Team as a whole
  - Is a “Policy Level” document



# Happy CAMPerS



# 2017

**City of Selkirk**

CAM-001

## Capital Asset Registry Policy

Date Approved: August 1, 2017      Section: Capital Asset Management  
Date of Last Update:      Lead: Director, Operations  
Next Review Date: August 1, 2022  
Keywords: Capital Asset Management, Asset Registry,  
Implements: **By-law #5300 – City of Selkirk Capital Asset Management**

### OBJECTIVES

- Establish the methodology used to build Asset Registry for City's Capital Assets
- Establish the methodology used to update, maintain, and secure the Asset Registry
- Establish clear expectations for Administration's employees' roles and responsibilities.

### INDEX

1	DEFINITIONS.....	
2	SCOPE.....	
3	CITY SHALL HAVE AN ASSET REGISTRY.....	
4	INCLUDED ASSETS.....	
5	ASSET CHARACTERISTICS.....	
6	ASSET IDENTIFICATION.....	
7	CURRENCY OF REGISTRY.....	
8	ACCESS TO REGISTRY.....	
9	DATA SECURITY.....	
10	RESPONSIBILITIES.....	
11	POLICY REVIEW.....	
12	EFFECTIVE DATE.....	
13	AUTHORITY.....	
14	PROCEDURES.....	

CAM-001

**City of Selkirk**

## Asset Registry Change Form

Change Form #: \_\_\_\_\_ Prepared By: \_\_\_\_\_  
(Obtain From Camp Asset)  
Date: \_\_\_\_\_ Tactical ID #: \_\_\_\_\_  
Asset Title: \_\_\_\_\_ (If Applicable) Equipment #: \_\_\_\_\_  
(If Applicable)

### CAMP Registry Change Type

- New  
 Change

### Asset Is:

- Donated (Provide detailed description below)  
 In Stock (Provide detailed description below)  
 New (Attach copy of Invoice)

### Detailed Description of Asset:

Asset Location: \_\_\_\_\_  
As-Built File Location: \_\_\_\_\_  
In-Service Date: \_\_\_\_\_  
Warranty Period/ Date: \_\_\_\_\_  
Purchase Order # associated with Asset: \_\_\_\_\_  
Invoice Type Attached  
 Single Invoice  
 Multiple Invoices  
 Asset Information Package

### CAMP Administration Office Use Only:

Date: \_\_\_\_\_ Name: \_\_\_\_\_  
New Detailed Unique Identifier: \_\_\_\_\_  
Does this form represent multiple Asset Registry additions?  
 If Yes, Provide Detailed Unique Identifier: \_\_\_\_\_  
 Attached material list

### Asset Status Changed

- Yes  
 No

**City of Selkirk**

CAM-001-001

## Adding a Capital Asset to the Asset Registry Procedure

Date Approved: October 1, 2017      Section: Capital Asset Management  
Date of Last Update: October 12, 2017      Lead: Director, Operations  
Keywords: Capital Asset Management, Asset Registry,  
Supports: **Policy CAM-001 – City of Selkirk Asset Registry Policy**

### OBJECTIVES

PROCEDURE TO FOLLOW WHEN THE CITY OF SELKIRK ACQUIRES A NEW CAPITAL ASSET. THIS INCLUDES A PROCURED ASSET OR AN ASSET THAT HAS BEEN DONATED TO THE CITY OF SELKIRK.

### INDEX

PROCUREMENT PROCESS.....	4
DONATION PROCESS.....	4
COMPLETE ASSET REGISTRY CHANGE FORM.....	4
INVOICE STAMPED – IF ITEM IS PROCURED.....	5
COPY OF INVOICE OR ASSET INFORMATION PACKAGE TO GIS/SURVEY TECHNICIAN.....	6
ORIGINAL INVOICE TO FINANCE.....	6
INVOICE PROCESSED BY FINANCE.....	6
REGISTRY UPDATE.....	6
FILE THE CAMP ASSET REGISTRY CHANGE FORM.....	7

001-001

**Capital Asset Registry Policy**

Date Approved: August 1, 2017	Section: Capital Asset Management
Date of Last Update:	Lead: Director, Operations
Next Review Date: August 1, 2022	
Keywords: Capital Asset Management, Asset Registry.	
Implements: <b>By-law #5300 – City of Selkirk Capital Asset Management</b>	

**OBJECTIVES**

- Establish the methodology used to build Asset Registry for City's Capital Assets.
- Establish the methodology used to update, maintain, and secure the Asset Registry.
- Establish clear expectations for employees' roles and responsibilities.

**SUPPORTING POLICY, PROCEDURES, AND TOOLS**

**Policy**

- CAM-002 Capital Asset Evaluation Policy
- CAM-006 Capital Asset Risk Management Policy

**Procedures**

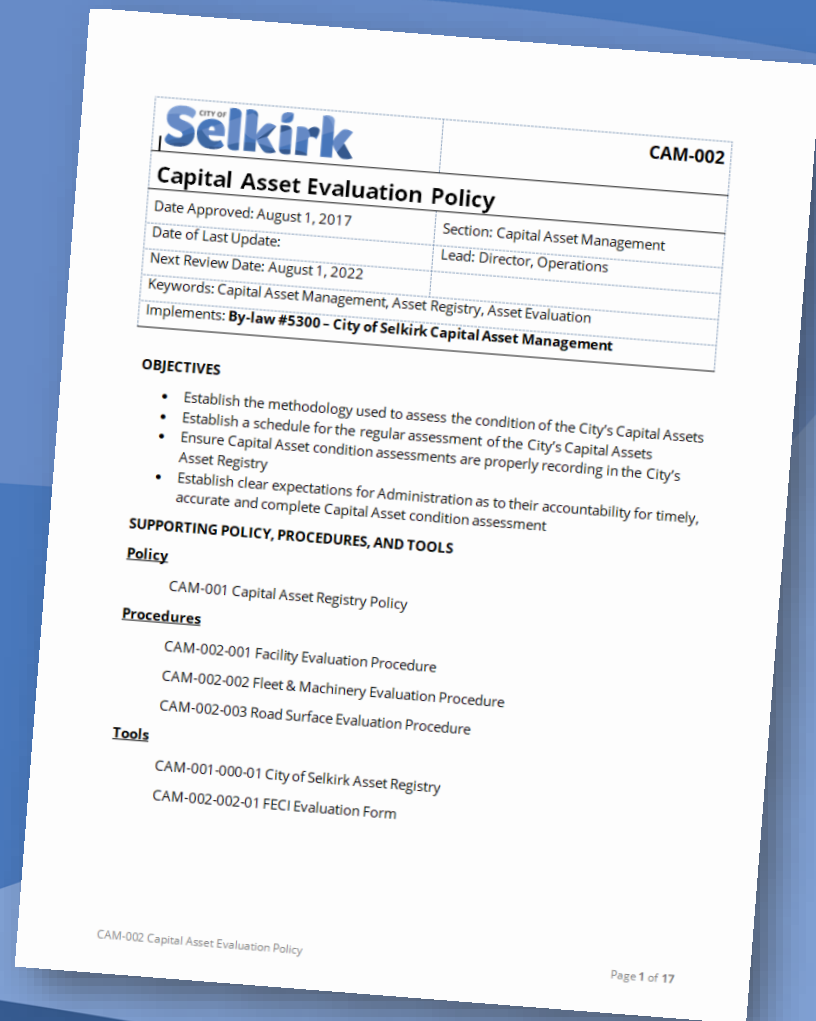
- CAM-001-001 Procedure to Add a Capital Asset to Asset Registry
- CAM-001-002 Procedure to Create a New Detailed Unique Identifier
- CAM-001-003 Procedure to Update City Build/Service Request in Asset Registry
- CAM-001-004 Procedure to Dispose of an Asset in the Capital Asset Registry

**Tools**

- CAM-001-000-01 City of Selkirk Asset Registry

- Establish the methodology used to build Asset Registry for City's Capital Assets.
- Establish the methodology used to update, maintain, and secure the Asset Registry.
- Establish clear expectations for employees' roles and responsibilities.

- Establish the methodology used to assess the condition of the City's Capital Assets
- Establish a schedule for the regular assessment of the City's Capital Assets
- Ensure Capital Asset condition assessments are properly recording in the City's Asset Registry
- Establish clear expectations for Administration as to their accountability for timely, accurate and complete Capital Asset condition assessment



**Capital Asset Life-Cycle Management Policy**

Date Approved: October 10, 2018	Section: Capital Asset Management
Date of Last Update:	Lead: Director, Operations
Next Review Date: October 2021	
Keywords: Capital Asset Management, Asset Registry, Asset Renewal, Asset Replacement, Asset Procurement, Asset Planning, Asset Decommissioning	
Implements: <b>By-law #5300 – City of Selkirk Capital Asset Management</b>	

**OBJECTIVES**

- Outline preferred Asset Characteristics for each Asset Class
- Establish clear operating, maintenance and renewal activities and a detailed life cycle schedule for each asset subclass
- Establish a schedule that optimizes the lifecycle of assets and ensures that the right activities are being undertaken at the appropriate time in an assets life to provide the optional lifecycle at the most optimal cost.

**SUPPORTING POLICY, PROCEDURES, AND TOOLS**

**Policy**

- CAM-004 Capital Asset Level of Service Policy
- CAM-002 Capital Asset Evaluation Policy
- Admin 2013-01 Tendering and Procurement Policy
- CAM-001 City of Selkirk Asset Register Policy

**Procedures**

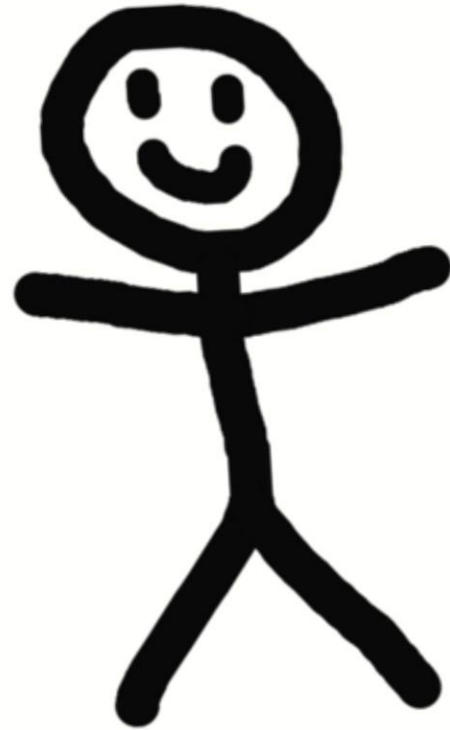
- CAM-003-001 Identification of Assets Requiring Maintenance or Renewal
- CAM-003-002 Recording Operating, Maintenance, and Renewal Activities

**Tools**

- CAM-003-001-01 Maintenance & Renewal Predictor
- CAM-003-001-02 Maintenance and Renewal Lifecycle Events Worksheet

- Outline preferred Asset Characteristics for each Asset Class
- Establish clear operating, maintenance and renewal activities and a detailed life cycle schedule for each asset subclass
- Establish a schedule that optimizes the lifecycle of assets and ensures that the right activities are being undertaken at the appropriate time in an assets life to provide the optional lifecycle at the most optimal cost.

Steve →



Asset Subclass	Preventative Maintenance Activities
Facilities	Each asset belonging to the Facilities Asset Class shall have a customized preventative maintenance program
Fleet	Each asset belonging to the Fleet Asset Class shall have a customized preventative maintenance program
Land Improvements: Paved Parking Lots	Crack Sealing Rout Sealing Asphalt Overlay
Land Improvements: Gravel Parking Lots	Add Gravel Reshape
Land Improvements: Asphalt Pathways	Crack Sealing Asphalt Overlay
Land Improvements: Gravel Pathways	Spot Repairs Add Gravel Reshape

Land Improvements: Grass Pathways

Machinery & Equipment

Road Network: Asphalt Road Surface

Road Network: Gravel Road Surface

Road Network: Road Base

Road Network: Road Subbase

Road Network: Road Curb

Road Network: Sidewalks

## 9.5 Road Network

### 9.5.1 Paved Road Surface

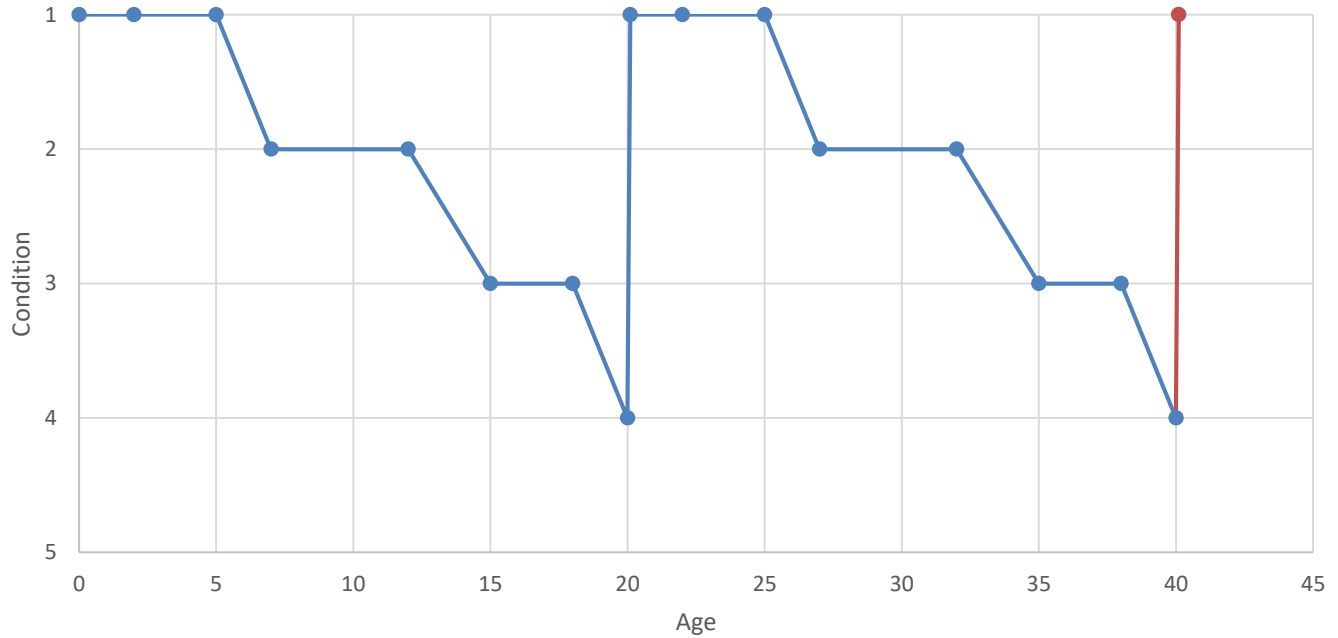
Each paved road surface will be subject to the following scheduled operational activities.

Operation Activity	Schedule	Unit
Cold Patching	As Required	Meter Square
Line Painting	2 Times annually (Spring & Late Summer)	Linear Meter
Street Sweeping	As Required	Linear Meter
Snow Clearing	As Required	Linear Meter
Sanding	As Required	Linear Meter
Condition Inspections	Annually (Spring)	Linear Meter



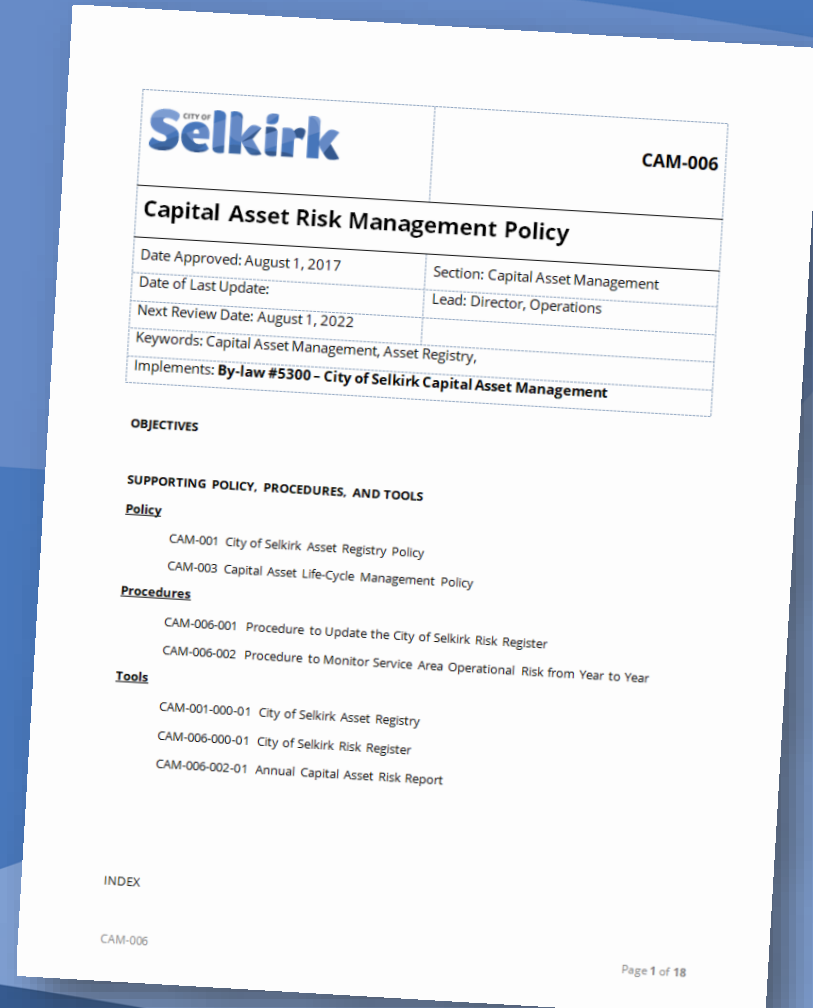
## 10.5 Road Network

### Road Network: Surface



Treatment	M
Crack Seal	
Crack Seal	
Crack Seal	
Crack Seal	
Crack Seal	
Rout Seal	
Crack or Rout Seal	
Overlay	
Crack Seal	
Crack Seal	
Crack or Rout Seal	
Rout Seal	
Crack or Rout Seal	
Mill & Fill (Drainage)	
Asset Replacement (Structural)	

- Define asset risk for each of the city's asset classes and/or subclasses.
- Establish a system for measuring the operational risk for each asset in the registry.



**Capital Asset Levels of Service Policy**

Date Approved: October 1, 2016	Section: Capital Asset Management
Date of Last Update:	Lead: Director, Operations
Next Review Date: October 2021	
Keywords: Capital Asset Management, Asset Registry, Assets Level of Service	
Implements: <b>By-law 5300 City of Selkirk Capital Asset Management By-law</b>	

**OBJECTIVES**

Define the process for establishing, reporting on, and amending levels of service for select municipal service areas in the City of Selkirk.

**SUPPORTING POLICY, PROCEDURES, AND TOOLS**

Policy:

Procedures:

- CAM-004-001 Annual Review of Key Performance Indicator Procedure
- CAM-004-002 Recommend Key Performance Indicator Target Change Procedure
- CAM-004-003 Land Drainage Service Key Performance Indicator Procedures
- CAM-004-004 Transportation Service Key Performance Indicator Procedures
- CAM-004-005 Wastewater Service Key Performance Indicator Procedures
- CAM-004-006 Water Service Key Performance Indicator Procedures
- CAM-004-007 Parks and Recreation Key Performance Indicator Procedures

- Define the process for establishing, reporting on, and amending levels of service for select municipal service areas in the City of Selkirk.

# Next Developments

- **Align reserve system with asset management “Service Areas” and set funding targets**
- **Set Levels of Service Targets**
- **Establish reporting system and begin annual reporting to public**
- **Add assets classes / subclasses and incorporate into policy documents**

# Key Take Aways

1. AM is just downloading Steve's brain
2. Don't Panic – start small & grow as you can
3. Build don't buy – borrow frequently
4. Program > Plan
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